

# THE EFFECT OF WORKLOAD AND WORK ENVIRONMENT ON JOB SATISFACTION IN COMPANY EMPLOYEES (EMPIRICAL AND THEORETICAL STUDIES)

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## ABSTRACT

*The purpose of this study is to find out more about the relationship between workload, work environment and employee job satisfaction in the company. Researchers conduct qualitative research with the aim of gaining an in-depth understanding of reality using an inductive approach. Data analysis is carried out using the descriptive analysis method, which involves describing existing facts and analyzing them. The results show that a working environment that provides support and recognition of employee achievements has an important role in reducing the negative impact of excessive workload, increasing employee satisfaction and well-being. An improved work environment also contributes to employee satisfaction, increasing productivity and employee loyalty. This can be an effective tool for companies to achieve their business goals more efficiently and effectively.*

**Keywords:** Workload, Work Environment, Job Satisfaction, Employees.

## ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui lebih lanjut mengenai hubungan antara beban kerja, lingkungan kerja dan kepuasan kerja karyawan di perusahaan. Peneliti melakukan penelitian kualitatif dengan tujuan untuk mendapatkan pemahaman yang mendalam tentang realitas dengan menggunakan pendekatan induktif. Analisis data dilakukan dengan menggunakan metode analisis deskriptif, yaitu dengan mendeskripsikan fakta-fakta yang ada dan menganalisisnya. Hasil penelitian menunjukkan bahwa lingkungan kerja yang memberikan dukungan dan pengakuan terhadap prestasi karyawan memiliki peran penting dalam mengurangi dampak negatif dari beban kerja yang berlebihan, meningkatkan kepuasan dan kesejahteraan karyawan. Lingkungan kerja yang lebih baik juga berkontribusi terhadap kepuasan karyawan, meningkatkan produktivitas dan loyalitas karyawan. Hal ini dapat menjadi alat yang efektif bagi perusahaan untuk mencapai tujuan bisnis mereka dengan lebih efisien dan efektif.

**Kata kunci:** Beban Kerja, Lingkungan Kerja, Kepuasan Kerja, Karyawan.

## INTRODUCTION

The importance of employee job satisfaction in creating an efficient and sustainable work environment is a major factor in shaping a productive work environment. A balance between an appropriate workload and a supportive environment goes a long way in improving job satisfaction, which in turn affects employee performance and loyalty. Companies should pay serious attention to these factors to improve employee job satisfaction and ensure productivity and loyalty to the company remain high. Supporting employees through a positive work

environment and the support of management and coworkers is key in strengthening relationships and achieving the desired business sustainability. Therefore, allocating company resources to create a healthy and supportive work environment will have a long-term positive impact on employee productivity and loyalty. Open and transparent communication between management and employees can also strengthen relationships and promote a positive company culture.

The purpose of this study is to find out more about the relationship between workload, work environment and employee job satisfaction in the company. This study uses theoretical and empirical approaches. Organizational leaders and human resource managers can gain a better understanding of these elements so that they can build a work environment that promotes employee satisfaction and well being.

Workload is defined as the extent to which a worker is able to cope with a particular task and how he or she performs that work, especially when given a large number of tasks that must be completed within a certain period of time or within a certain period of time (Desnirita & Puriatna Sari, 2022). The workload metric developed based on the results of Zaki and Marzolina's research (in Putri Adhisty et al., 2023) consists of the following elements; workload, work objective, boredom, overload, work pressure. Excessive workload can have a serious impact on the work environment. Boredom can occur when an employee's skills exceed the demands of the job. Conversely, if an employee's skills are lower than the demands of the job, the worker will experience excessive fatigue. Excessive workload can cause work stress for every employee and lead to inappropriate behavior that disrupts work. It is important for organizations and individuals to pay attention to this so as not to hinder the responsibilities and goals of the organization (Desnirita & Puriatna Sari, 2022). Therefore, management must ensure that employees have a balance between abilities and job demands to improve their productivity and well-being. In addition, employee training and development can also help address the gap between abilities and job demands.

According to Putra (in Al Haddad et al., 2023) there are four indicators used to evaluate workload:

1. **A goal to be achieved;** this includes one's view of the work objectives that need to be met in order to get the job done, such as work products that need to be completed within a certain deadline.
2. **Working conditions;** this includes a person's view of working conditions, such as their ability to make quick decisions during working hours and their ability to deal with unforeseen circumstances, such as working outside set working hours.
3. **How to use your time;** this also includes the working time required for work directly related to production, such as cycle time and basic control time.

4. **Labor standards**; this includes an individual's perception of their job, such as feeling about the amount of work to be completed within a certain deadline.

Harhjas and Swasti (in Uma & Swasti, 2024) said that the work environment consists of all the things that surround workers while they are working, both physical and non-physical, which can affect their ability to complete the tasks assigned to them.

- 1) **Physical Work Environment**

Sedarmayanti (in Santoso & Rijanti, 2022) describes the physical work environment as the entire area around the workplace that can affect employees directly or indirectly. Sedarmayanti discusses several types of work environments, such as light, temperature, humidity, air circulation, noise, vibration, mechanical, odors, color schemes, decorations, music, and work safety.

- 2) **Non-Physical Work Environment**

Sedarmayanti (in Santoso & Rijanti, 2022) stated that the non-physical work environment includes everything that happens in working relationships, such as interactions between employees and superiors, coworkers or subordinates. According to Wursanto (in Santoso & Rijanti, 2022) psychological aspects of the work environment are associated with the non-physical work environment, and Wursanto also outlines several types of non-physical work environments such as the security felt by employees, the level of employee loyalty to the company, and employee satisfaction with the work environment.

A positive work atmosphere contributes to increased productivity and well-being of workers. Therefore, creating a supportive and pleasant work environment is very important for companies. Not only that, a pleasant work environment can increase the level of employee satisfaction and loyalty.

There are several indicators of the work environment according to Santoso & Rijanti, (2022) namely:

1. **Facilities provided by the company to employees in the workplace**, including physical and non-physical facilities to support the performance of tasks.
2. **Air circulation and temperature in the workspace**, which includes efforts to provide a work environment with optimal air circulation and a comfortable temperature for employees.
3. **Workspace layout**, which refers to ergonomic workspace regulations so that employees can work efficiently and effectively.
4. **The level of workplace safety**, including efforts to prevent hazards from equipment and protection of employees through the presence of **security guards** or other measures.

Job satisfaction is an important part of HR management as it has a direct impact on employee productivity. It is reflected in how employees respond and adjust to changes in their job

characteristics. High levels of employee satisfaction can be achieved by organizations that have good management as well. Job satisfaction can be explained as an employee's positive attitude towards their job, which includes perceptions and behaviors in carrying out job responsibilities. This is often reflected through appreciation of the achievement of values that are important in their work (Saputra, 2022).

According to Veithzal Rivai (in Bahri et al., 2022) indicators of job satisfaction consist of:

1. Job content, including actual task performance or attributes of the job, as well as control over the job.
2. Supervision, including consideration and good relations from superiors to subordinates,
3. Organization and management, good companies and managers can create stable working conditions,
4. Opportunities to advance, gain experience and improve skills during employment.
5. Salary and financial benefits, the salary is considered sufficient to cover living expenses.
6. Supportive and caring relationships among coworkers or employees
7. Adequate working conditions, facilities and infrastructure in accordance with the type of work performed.

## **METHOD**

Researchers conduct qualitative research with the aim of gaining an in-depth understanding of reality using an inductive approach. Qualitative research emphasizes a comprehensive picture of the phenomenon under study rather than parsing the phenomenon into related variables. Qualitative research approaches include phenomenology, ethnography, hermeneutics, grounded theory, narrative/history, and case studies (Adlini et al., 2022). Researchers used data from library research, money is a method to collect information relevant to the research topic. Data analysis is carried out using the descriptive analysis method, which involves describing existing facts and analyzing them.

## **RESULTS AND DISCUSSION**

An increase in workload that is tailored to the abilities of each employee can increase their job satisfaction. With an age-appropriate increase in workload, employee job satisfaction can increase. Employees tend to work earnestly and efficiently, and make good use of their working time when the workload is in line with their abilities. However, if a person experiences a heavy workload and feels pressured, it is likely that he or she will feel dissatisfied with their job, this is due to the heavy workload, especially due to the increasingly fierce competition in the workplace. As a result, employees can experience stress and panic more quickly which will

ultimately reduce their satisfaction with work. This is in line with the results of research conducted by Sembiring (2022), Nurhasanah et al., (2022), Bahri et al., (2022), Yuananda & Indriati (2022), Sundari & Meria (2022), Ermakasumayanti et al., (2024). Employees are less satisfied with their jobs if they have to work more. Employees are likely to experience the negative effects of excessive workload, such as feeling tired and overwhelmed, which impacts work output and increases dissatisfaction. Because of this, employees may resign from their current positions and look for jobs that may better suit their needs. Those who work with heavy workloads tend to be less satisfied with their jobs. However, they will be more satisfied when they receive a job that matches their abilities (Uma & Swasti, 2024).

A work environment that provides support and recognition of employees' work achievements has an important role in reducing the negative impact of excessive workload. With support and recognition of work achievements, employees can feel valued and motivated despite facing high workloads. Therefore, it is important for companies to pay attention to these things to make employees more satisfied and better. By providing a supportive and motivating work environment, companies can help employees overcome challenges so that they can remain productive and happy in carrying out their duties. good working conditions have a big impact on the level of employee satisfaction; the better the working conditions, the more satisfied employees are. This is in line with the research results Uma & Swasti (2024), Saputra, (2022), Yuananda & Indriati (2022), Marbun & Jufrizen (2022), Arifin & Mardikaningsih (2022), Ayunasrah et al., (2022).

Employee satisfaction will increase along with better working conditions. Companies should always pay attention to providing facilities to improve employee safety and comfort. In addition, adequate lighting in the location or workspace is also very important to ensure the smooth running of employee tasks. Companies can improve the health and productivity of their employees by creating a safe, comfortable and quiet workplace. Company support for employee welfare can also increase their loyalty and motivation at work. This will have a positive impact on improving the overall performance of the company (Sulistyawati et al., 2022).

## **CONCLUSION**

If employees are given tasks that match their abilities, they may become more satisfied with their jobs. Employees tend to work harder and more efficiently. However, heavy workloads can cause dissatisfaction and stress, reducing employee performance and happiness. A work environment that provides support and recognition of employee achievements can reduce the negative impact of excessive workload, increasing employee satisfaction and well-being. An improved work environment also contributes to employee

job satisfaction, increasing productivity and employee loyalty. Corporate support for employee well-being is key to improving overall company performance and sustainability. Companies that prioritize employee well-being often have lower absenteeism rates and higher retention rates. This shows that by allocating investment to create a positive work environment can have a posited impact in the long run for the company. In addition, a positive work atmosphere can also facilitate the establishment of a harmonious and collaborative working atmosphere among employees, improving communication and teamwork. This can be an effective tool for companies to achieve their business goals more efficiently and effectively.

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